APPENDIX F. WORKFORCE PLAN

Office of Court Administration
AGENCY MISSION

TO PROVIDE RESOURCES AND INFORMATION FOR THE EFFICIENT ADMINISTRATION OF THE JUDICIAL BRANCH OF TEXAS

I. Agency Overview

The Office of Court Administration (OCA) provides resources and information for the efficient administration of the Judicial Branch of Texas. The agency was created in 1977 and operates under the direction of the Chief Justice of the Supreme Court of Texas. The OCA operates in conjunction with the Texas Judicial Council, which is the policy-making body for the state judiciary. The Council was created in 1929 by the 41st Legislature to continuously study and report on the organization and practices of the Texas Judicial system. OCA provides personnel and resources to support the:

- Texas Judicial Council
- Task Force on Indigent Defense
- Judicial Committee on Information Technology
- Conference of Regional Judges / State Board of Regional Judges for Title IV-D Account

- Judicial Districts Board
- Court Reporters Certification Board
- Guardianship Certification Board
- Process Server Review Board

OCA also serves as the employing agency (for the purposes of administering salaries, benefits, and the like) for the child support courts and child protection courts programs. The associate judges who hear these cases are appointed by the presiding judges of the administrative judicial regions.

The OCA organization and staffing continues to evolve to meet new legislative and business requirements. OCA's total authorized FTEs increased from 189.0 in FY 2007 to 197.0 for FY 2009 with the addition of 4.0 new FTEs for the TAMES project, 2.0 new FTEs for the Automated Registry project and 1.0 new FTE for the Child Protection Courts, in addition to 1.0 federally funded FTE for the TexDECK project.

Of the agency's 197.0 authorized, full-time equivalent positions, 124.5 are assigned to the programs administered by the nine presiding judges and are located across the state. 4.0 collections specialists are located in regional offices outside of Austin. The designated headquarters for all other OCA employees is Austin, Texas.

II. Current Workforce Profile (Supply Analysis)

A. Critical Workforce Competencies

OCA employs staff primarily in six occupational categories: legal; planning, research, and statistics; information services; program management; administrative support; and finance and operations. For each occupational discipline, five broadly-defined competency clusters have been identified which include the critical employee competencies required for OCA to accomplish its mission. The competency clusters are interdisciplinary and relate to positions within each occupational category. The competency clusters are as follows:

Core Competencies
- Analyze Information
- Write effectively
- Use computer information systems
- Interpret written information
- Maintain confidentiality

Administrative/Managerial Competencies
- Provide leadership
- Develop internal policies
- Design reports
- Identify programmatic issues
- Manage change

Program Planning/Evaluation Competencies
- Design programs/special projects
- Research information
- Implement programs
- Evaluate program effectiveness
- Determine delivery strategies

Fiscal Management Competencies
- Develop department budgets
- Evaluate Costs
- Monitor for fiscal compliance
- Manage contracts
- Develop internal controls

Public Relations/Marketing Competencies
- Identify stakeholders
- Build partnerships
- Market services
- Assess stakeholder needs
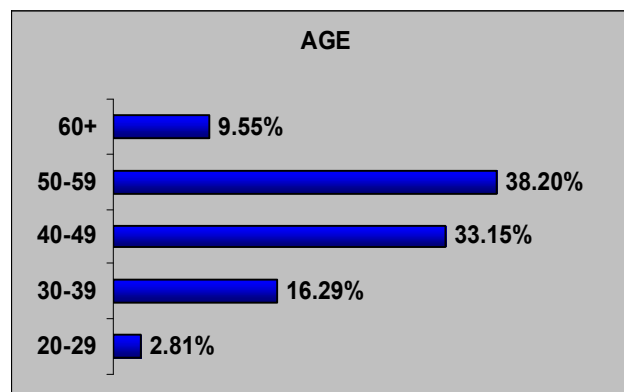
B. Workforce Demographics

Number/ Location of Employees

As of May 31, 2008, the agency had 178 employees on the payroll, including 2 part-time employees. 117 (66%) of this total are assigned to the specialty courts and collection improvement programs (non-headquarter employees). The other 61 (34%) are in the headquarters office in Austin, Texas.
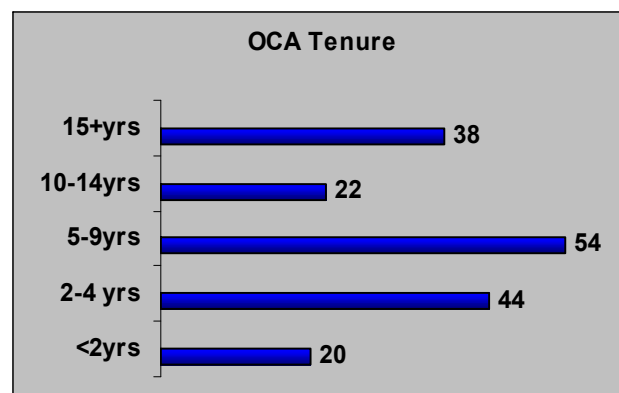
OCA Employees

Non HQ	117
HQ	61

0   50   100   150
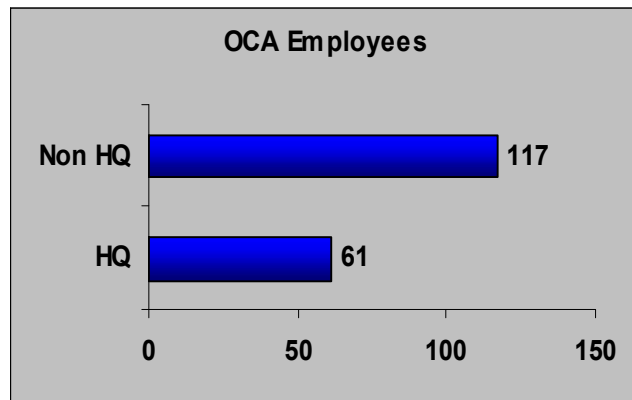
Age Distribution

The average age is 48 years, with 81% of employees over the age of 40.

AGE

60+	9.55%
50-59	38.20%
40-49	33.15%
30-39	16.29%
20-29	2.81%

Employee Tenure

The average agency service for OCA employees is approximately eight years.

OCA Tenure

15+yrs	38
10-14yrs	22
5-9yrs	54
2-4 yrs	44
<2yrs	20

Workforce Gender

OCA employs a large number of females compared to the state workforce, with 69% percent female and 31% male.

Gender

	FEMALE	MALE
	69%	31%
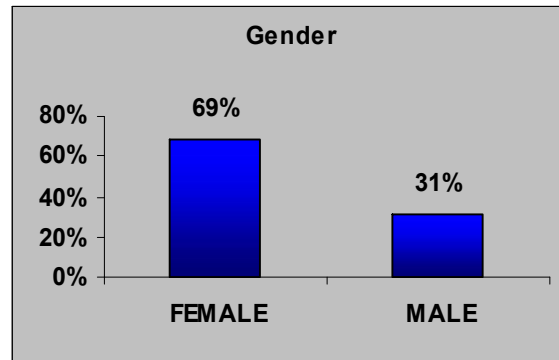
Workforce Ethnicity

OCA continues to maintain above-average utilization of minorities agency-wide.

The chart to the right shows the distribution of the OCA workforce among ethnic groups.

OCA Workforce by Ethnicity

Hispanic 24%
African American 13%
Other 63%
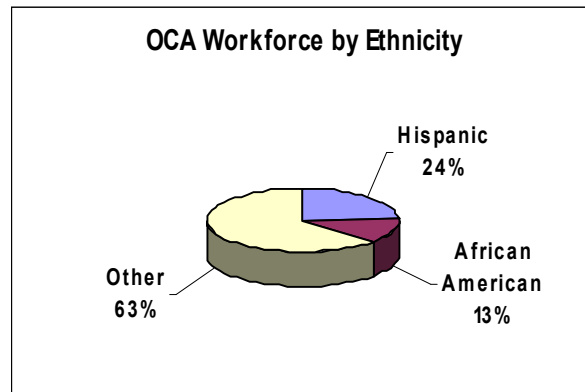
Utilization of minorities within each EEO group is above the state average in the Professional category, and the Officials/Administrators category is staffed 50% by females.

Group	EEO Code	State Workforce	OCA Workforce	No. of Employees
African-American	Officials/Administrators	6.6%	-0-	-0-
	Professional	8.3%	13.5%	20
	Technical	12.4%	9.1%	1
	Admin Support	11.2%	25.0%	2
	Paraprofessional	13.8%	-0-	-0-
	Total African-American			23
Hispanic	Officials/Administrators	14.2%	-0-	-0-
	Professional	13.4%	52.7%	78
	Technical	20.2%	18.2%	2
	Admin Support	24.1%	12.5%	1
	Paraprofessional	40.7%	20.0%	1
	Total Hispanic			82
Female	Officials/Administrators	37.3%	50.0%	3
	Professional	53.2%	70.3%	104
	Technical	53.8%	27.3%	3
	Paraprofessional	39.0%	100.0%	5
	Admin. Support	64.7%	100.0%	8
	Total Female			123
Other Minorities	Officials/Administrators	-0-	-0-	-0-
	Professional	-0-	-0-	-0-
	Technical	-0-	18.2%	2
	Paraprofessional	-0-	20.0%	1
	Admin. Support	-0-	-0-	-0-
	Total Other			3

Source: The data in this chart for the statewide workforce was extrapolated from the Bureau of Labor Statistics, Geographic Profile of Employment and Unemployment, 2004, for the state of Texas as provided by the Civil Rights Division of the Texas Workforce Commission in the EEO and Minority Hiring Practices Report dated January, 2007. The statewide workforce data does not include percentages for "other races" but this information for the OCA workforce is included.

C. Employee Turnover

The table below compares OCA turnover rates for the last five years to the statewide rates.

Turnover

	State	OCA
FY03	17.0%	9.7%
FY04	15.1%	8.8%
FY05	16.9%	10.3%
FY06	15.8%	7.3%
FY07	19.2%	12.3%
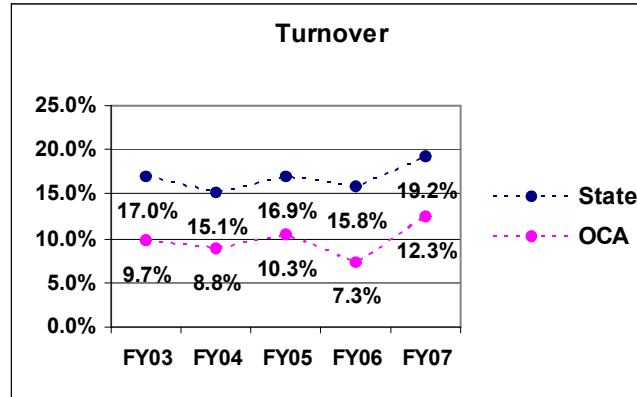
During the past five years, turnover at OCA has fluctuated between a low of 7.3% and a high of 12.3%. The agency's average turnover during this five-year period is approximately 9.6%, which is significantly below the state average of 16.8%. Within OCA, the highest turnover rate is among administrative support positions that historically experience a higher turnover rate as employees enhance their skills and advance to positions with greater responsibility.

Employees who voluntarily left the OCA for other jobs during FY07-08 consistently cited higher salaries as a reason for leaving. This trend was evident in both lower level administrative support positions and higher level information services positions.

Turnover by length of service

The table below highlights agency service as related to overall turnover for FY 2007. The high percentage of turnover for employees with less than two years tenure may warrant a closer look at selection practices and retention efforts.

Agency Tenure	Percentage of Turnover
Less than 2 years	57%
2-5 years	28%
5-10 years	14%
Greater than 10 years	0%

D. Retirement Eligibility

The potential loss of employees due to retirement remains a concern. As of May 31, 2008, OCA had 5 rehired retirees who could potentially leave at any time. In addition, there are 11 employees who are eligible for retirement now, and 35 who are eligible within the next 2-5 years. The average agency service tenure is eight years. OCA management continues to encourage and support effective training and development programs that capture institutional knowledge and expertise of experienced employees while creating incentives and challenges for newer employees.

Projected Eligibility

Eligibility	# Personnel
Less than 2 years	5
2 years	5
3 years	6
4 years	9
5 years	10

III. Future Work Force Profile

A. Demand Analysis

The business functions, activities and staffing of OCA are subject to the mandates of the Supreme Court, the Legislature, other courts, and judicial councils and boards supported by the agency. Many of these functions and activities require specialized expertise in judicial administration and in various legal and regulatory areas.

This is particularly true in Research and Court Services, Indigent Defense, Court Reporters Certification, Guardianship Certification and Process Server Certification.

The Research and Court Services division provides consultation on recommended best practices in administrative operations; works to establish innovative court programs; and helps develop and implement programs designed to increase the collection of court costs, fees, and fines.

The Indigent Defense division serves as staff to the Task Force on Indigent Defense in policy development, dissemination of information, technical support and directing and monitoring the distribution of funds to counties to provide indigent defense services.

The Court Reporters Certification division serves as staff to the Court Reporters Certification Board, a state board charged with performing licensing and regulatory functions for the court reporting profession.

The Guardianship Certification Board determines the qualifications for obtaining certification, issues certificates to those who meet the requirements, and adopts minimum standards for the provision of guardianship services.

The Process Server Review Board's mission is to improve the standards for persons authorized to serve process and to reduce the disparity among Texas civil courts for approving persons to serve process.

OCA will be challenged to recruit and hire candidates with the appropriate skill sets and the expertise to fill future vacancies in these areas.

Positions within Finance and Operations, Information Services and Legal present opportunities and challenges for experienced applicants from multiple agencies and the state has a rich pool of talent from which to draw, provided OCA is able to offer competitive salaries.

OCA expects an adequate applicant pool to be available for the Child Support Courts and Child Protection Courts Programs as staffing needs arise throughout the state.

B. Expected Workforce Changes

OCA's future workforce will continue to be impacted by the following:

- Increasing use of technology to improve court administrative processes and reporting requires highly skilled personnel to provide information systems and technical support.

- Training employees to utilize available technology provides an incentive to work smarter and will help reduce turnover.

- Increased efforts to promote interdisciplinary work teams broaden skills and provide exposure for employees with an interest in agency management.

- Minimal expansion of the OCA workforce in the future may provide opportunities to better align positions with program needs and mandates of the judiciary and legislature.

- Specialty court workloads will depend on the number and type of referrals and filings by executive branch agencies such as Child Protective Services and the Office of the Attorney General.

<u>Anticipated Increase/Decrease in Number of Employees</u>
The Legislature authorized 197.0 FTEs for OCA for the FY 2008-2009 biennium. Based on anticipated changes in program strategies and objectives, we project the following additional FTEs will be needed.

Strategy	Authorized FTEs	Number Anticipated / Needed	Increase/ Decrease
Court Administration	33.5	35.5	2.0
Information Technology	28.0*	28.0*	0.0
Administrative Regions	9.0	2.0	(7.0)
Child Support Courts Program	86.5	87.0	0.5
Child Protection Courts Program	29.0	33.5	4.5
Indigent Defense	7.0	10.0	3.0
Certification (Court Reporters, Guardianship, and Process Servers)	4.0	9.0	5.0
Total	**197.0**	**205.0**	**8.0**

*1.0 FTE for TEXDeck is 100% federally funded

C. Future Workforce Skills Needed

OCA relies on a highly educated, experienced, and technically competent workforce to effectively administer judicial system programs. OCA employees must be able to effectively serve the various needs and demands of the judicial, executive and legislative branches of state government. Therefore the following ten critical competencies and skills will play increasingly vital roles across all occupational categories and job classifications:

- Cultivate and build strategic partnerships
- Design programs and special projects
- Develop and implement corrective action plans
- Focus on customer service
- Identify programmatic issues
- Identify stakeholders
- Market programs and services
- Manage change
- Understand political constraints

IV. Gap Analysis

A. Anticipated Surplus or Shortage of Workers or Skills

The agency has identified the following issues:

1. As agency leaders and associate judges retire within the next four to five years, OCA continues to support on-going succession training and knowledge transfer.

2. To fill Associate Judge positions for the Child Support Courts, OCA can typically draw from the attorney pool at the Office of the Attorney General while applicants for the Child Protection Courts are typically local attorneys who represent children and parents in child abuse and neglect cases.

3. OCA shows a high percentage of turnover among employees after two to three years of employment. These staffing changes will continue to provide opportunities and challenges in the future.

4. OCA identified critical skills and competency clusters for the various occupational categories utilized in the agency. Generally, employees met or exceeded the proficiencies required for current and future demands.

B. Goal to Address Workforce Competency Gaps

While OCA did not identify specific gaps in current workforce skills and competencies, the table below identifies the agency's plan for maintaining an efficient workforce.

Goal	• Continue to develop and retain a technically competent, knowledgeable and diverse workforce
Rationale	• Increasing salaries, implementing other incentives and supporting training programs that capture institutional knowledge and expertise of experienced employees, while creating incentives and challenges for new employees, will help OCA maintain an effective workforce.
Action Plan	• Maintain a competitive salary structure that allows recruitment of highly skilled and tech-savvy employees • Offer competitive salaries to recruit and hire staff members who bring requisite skills with them to the job • Assess on-going training needs and actively support employees who demonstrate the initiative to learn more • Continue to reward employees with monetary incentives and explore viable alternatives such as flexible schedules and telecommuting.